



UTAH DEPARTMENT OF
**HERITAGE
& ARTS**

DRAFT
2012 Annual Report

Message from the Director

This year the Department of Community and Culture was renamed the Department of Heritage and Arts, and with the new name comes a refocused mission from Governor Herbert and the Legislature. Many recognize that arts and heritage in our state are closely tied. Our citizens value and celebrate their heritage and traditions, whether they come from Pioneer stock, Native American ancestry, or their families immigrated in the more recent past. With those traditions, Utah has enjoyed and benefited from art forms that have come from all corners of our nation and the world. But heritage and arts aren't just interesting things for us to observe and appreciate. They play a critical role in driving Utah's economy both nationally and internationally. Presently, over eight percent of Utah's workforce is part of the "creative economy," and we believe we're poised to see that number grow.



Julie Fisher
Executive Director

Some of the oldest institutions in the state can be found in our Department. The Utah State Historical Society dates back to 1897 and the Utah Arts Council, one of the oldest ongoing arts organizations in the country, began in 1899. While we are preserving our oldest cultural resources, we are at the same time using technology to drive us into the future so we can share our cultural treasures through digitized images and records with interested Utahns from Washington County, through Salt Lake County, up to Cache County.

Our digitization efforts were recognized in the **2010 Utah Advisory Commission to Optimize State Government Report to the Governor** as having "taken innovative and creative steps to increase efficiency." Specifically identified as best practices were advancement of data-driven management, customer relationship management, and digitization of collections, just to name a few. As an example, we've had a long-standing partnership with the Marriott Library and the Mountain West Digital Library to digitize and host many of our resources. A sample of some of the collections that can be accessed online are Utah historic newspapers, cemetery databases, the Shipler photo collection, historic buildings, government publications, the Utah Historical Quarterly, folk arts collections and oral histories, Native American photographs and histories, and the state's fine art collection.

We are excited that we have recently established a unique partnership with the Church of Jesus Christ of Latter-day Saints and the University of Utah's Marriott Library to digitize Utah's territorial era records. The LDS Church has the largest repository of territorial records in the state, while a significant number of other important pieces are housed at the Marriott Library and other institutions around the state. State History and State Archives divisions also host some of the pieces and together, we have embarked on a long term project that in the future will bring those records to the public into a single online collection.

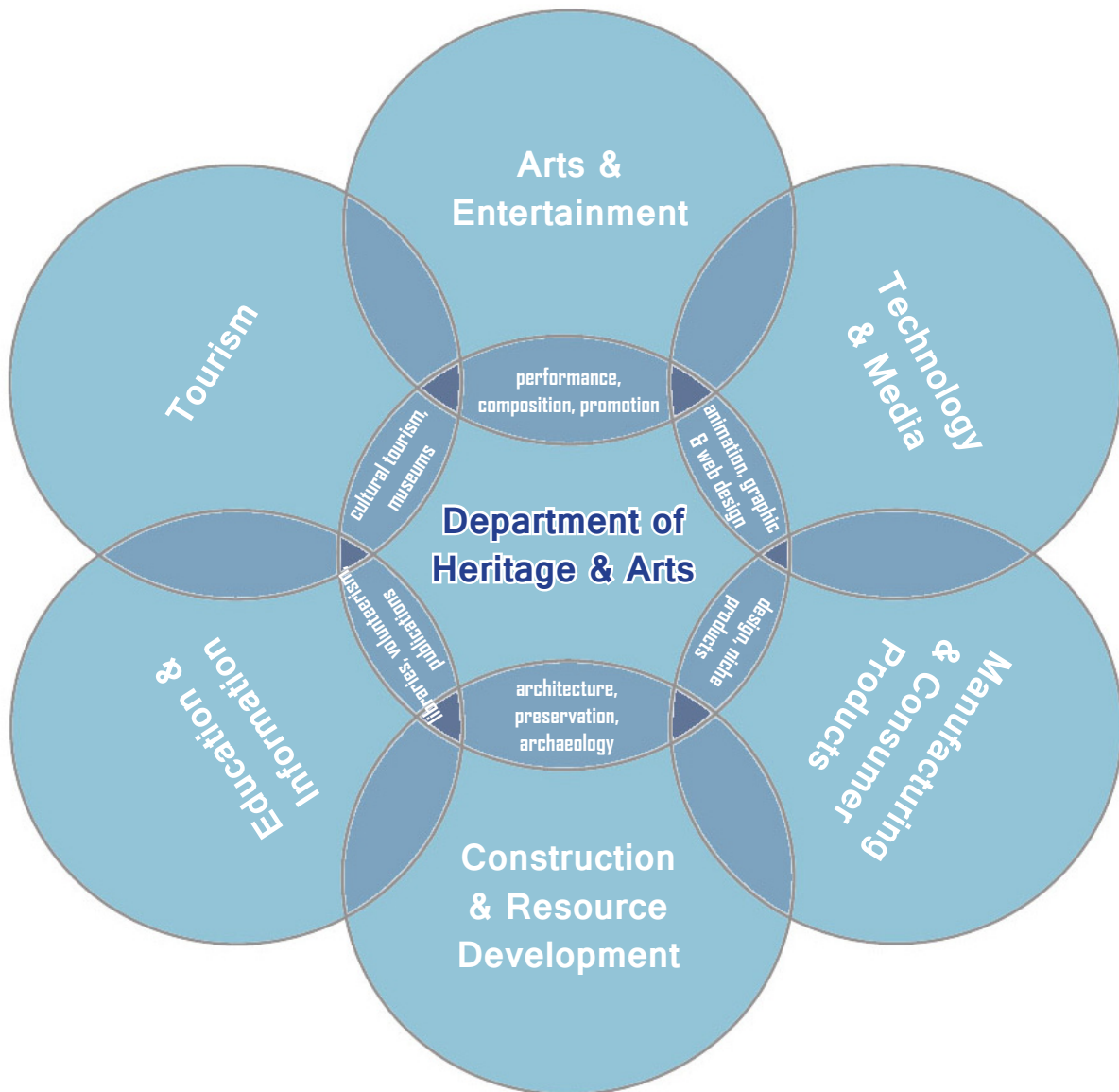
The Department of Heritage and Arts is anxiously engaged in carefully preserving our past while making it more easily accessible in the future and appreciate all the partnerships we have established to achieve those goals. We are pleased to report our progress as we move forward as a new department.

Economic Influence

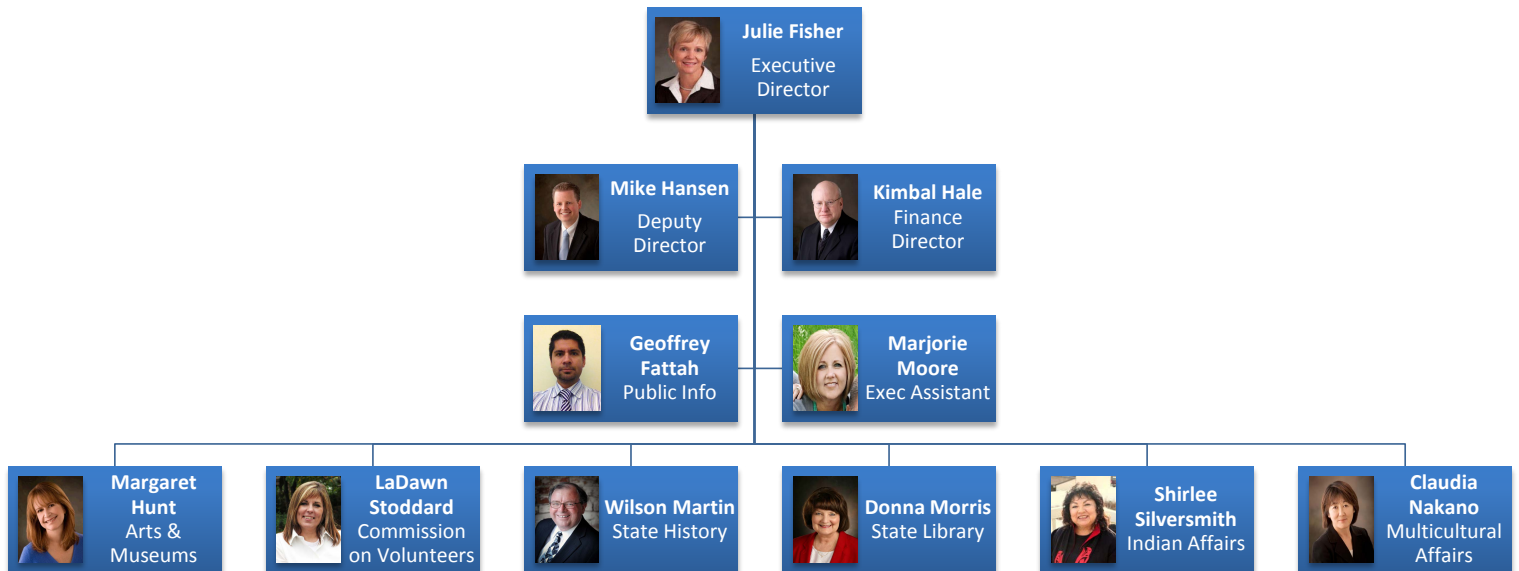
An imperative created by the new economy is the demand for **quality of place**. For a state to attract and retain businesses, it needs to take a leadership role in encouraging innovators and creators by fostering industries related to its **cultural resources** as much as it does its **physical** ones. It can serve as a catalyst to Utah's creative cluster by providing tools and resources that incubate small cultural organizations and businesses and provide fertile ground to grow into something greater.

The Department of Heritage and Arts has the opportunity to enhance the quality of life for the people of Utah **focusing on the innovation and creativity imperative** of the new economy at the same time that we **recognize our collective and individual heritage**.

The Department contributes directly to Utah's cultural sector. We enrich the quality of life of residents by nurturing creative industries, preserving and promoting Utah's heritage, facilitating public information infrastructure, and dedicating resources to systematically solve the roadblocks of Utah's most economically depressed populations.



Leadership



Optimization

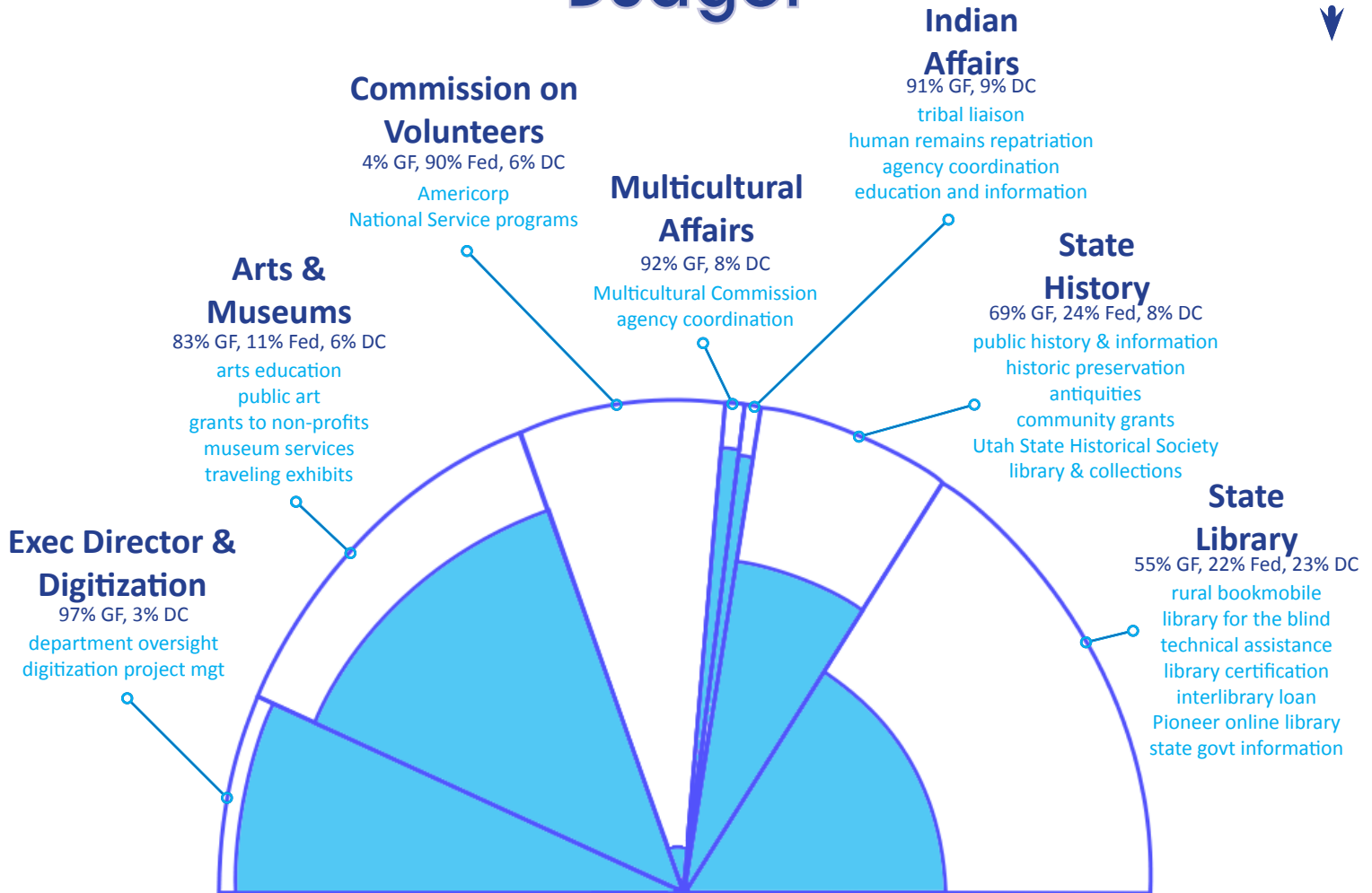
Two bills significant to the department were passed in the 2011 Legislative Session. The first (*HB280, State Agency Realignment*) mandated a statewide optimization study. The second significant bill (*HB287, Restructuring of the Department of Community and Culture*) required the department to conduct a thorough study in order to determine what internal restructuring or assignment of programs might result in improved efficiencies, reduced operational costs, and improved customer service.

Both of the studies required by these bills ultimately recommended moving DCC's housing-related functions to another department. The legislature considered this move, and implemented the change in the 2012 Legislative Session.

The department continues to optimize internally by developing a return on investment report, revisiting its balanced scorecard measures, and creating a new performance-related element to its websites.

- Ongoing General Fund reduction of department administrative costs: **\$280,000**.
- Relocation to state-owned space (reducing annual lease and O&M costs by **76%**).
- Personnel reduction: **1.3 FTE** in administration, and **1.6 FTE** in finance.
- Conducting a **rebranding initiative** in order to solidify the mission realignment and integration among divisions.
- Developing a **return on investment** report to better communicate the department's value proposition.

Budget



Heritage & Arts - FY13 Budget

	General	Fund	Federal & Restricted	Dedicated Credits	Total Budget	Total Staff (FTE)
ExecDirector & Digitization	\$3,365,400		\$0	\$97,500	\$3,462,900	8.5
Arts & Museums	\$5,577,900		\$718,500	\$426,900	\$6,723,300	18.5
Commission on Volunteers	\$154,300		\$3,391,300	\$220,000	\$3,765,600	4.0
Multicultural Affairs	\$334,900		\$0	\$30,000	\$364,900	2.0
Indian Affairs	\$252,900		\$0	\$25,000	\$277,900	2.0
State History	\$2,439,500		\$840,000	\$272,300	\$3,551,800	27.8
State Library	\$4,569,500		\$1,792,900	\$1,930,200	\$8,292,600	61.7
TOTAL	\$16,694,400		\$6,742,700	\$3,001,900	\$26,439,000	124.5

NOTE: this chart includes carryover from FY12



Digitization

2007	2008	2009	2010	2011	2012+
Peoples of Utah	MW Digital Library	Digitization of Utah Newspapers	UAIDA	Topaz Collection	
Archaeology GIS	We Shall Remain curriculum	Shipler Photo Collection	Juanita Brooks		
Now Playing Utah partnership and web application	Arts Council Photos	IMACS Forms			
Historic Register	Constituent Resource Management system (Salesforce)				
	Government Publications (digital library)				
	Talking Books (partnership with Dept. of Corrections)				
	Peabody Collection	Folk Arts Slides	Mobile Apps		

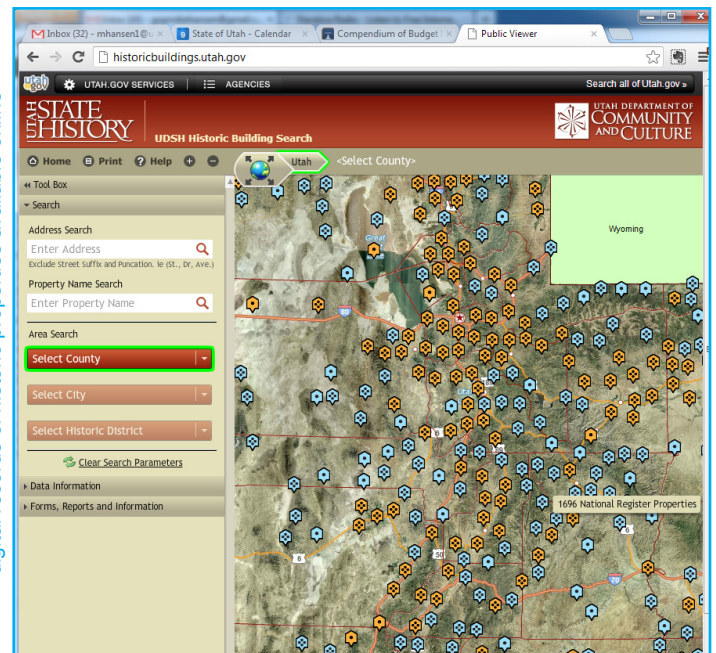
In a 2010 report to Governor Herbert, the Utah Advisory Commission to Optimize State Government applauded the Department as having “taken innovative and creative steps to increase efficiency.” Specifically targeted as best-practices were our efforts in advancing:

- Data Driven Management
- Customer Relationship Management
- Digitizing of Collections
- Creating an Automation Platform
- Automation of Business Processes

A great deal of credit in advancing these efficiencies is owed to the “Digitization” initiative. This initiative was intended to improve the Department’s ability to create, preserve, and promote community and cultural infrastructures in Utah. The initiative identified three critical digital business functions: collections, databases, and grants management. All three of these targets have shown marked improvement under this initiative.

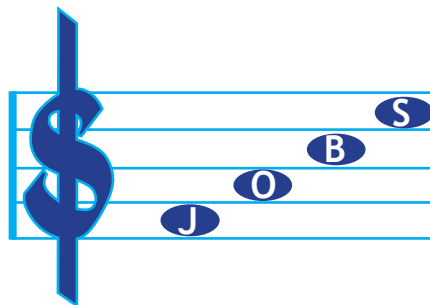


example of a database optimization project





\$184 million annual economic activity from sales of art by Utah artists and art galleries.



In 2011, Utah surpassed the nation in the per capita number of creative jobs and music store sales.



4.4 million visitors to Utah museums annually.

Division of Arts & Museums

Utah's Division of Arts & Museums promotes innovation and growth in Utah's creative sectors. The Division provides outreach to communities throughout the state to strengthen and grow the State's creative assets and ensure quality of life. The Division also manages the state's arts assets for fine art, folk art, public art and traveling exhibitions reaching every county. Independent artists and art galleries generate over \$184 million a year in revenue for Utah. Supporting Utah artists, creative innovation and local museums is the core mission of the division, the first state arts agency in the nation, established in 1899 for that intended purpose.

The Division is the primary agency in Utah for distribution of state and federal funds to stimulate and encourage growth in the arts and creative industries. The division distributes funds appropriated directly for arts and museums by both the Utah State Legislature and the National Endowment for the Arts. It provides arts education, professional development, exhibitions, community outreach and direct matching grants to Utah creatives, schools, non-profit arts organizations, local government, and museums.

Key Accomplishments in 2012

- Since the summer arts program began 13 years ago in Nebo School District's Title VII program, the American Indian graduation rate rose from 37% in 1998 to **92%** in 2011.
- The 2012 National Governors' Association report, *New Engines of Growth: Five Roles for Arts, Culture and Design*, highlights two Utah arts programs for excellence: The Division's *Design Arts Program*, an annual competition among Utah designers; and, the *Beverly Taylor Sorenson Arts Education Initiative*, a collaboration between the Division, State Office of Education, and Artworks for Kids!
- **QR Code technology** initiated for artwork in the State Fine Art, Folk Arts and Public Art Collections and all collections are accessible to the public.

44.5%



Utah ranks #1 in the Nation for volunteers with an average annual volunteer rate of 44.5%. Volunteers in Utah serve an average of 89 hours annually compared to the national average of 34.

\$3.8
BILLION

The estimated economic contribution of volunteer hours served in Utah is \$3.8 billion annually.



On average, Utah's volunteers dedicate 177 million hours of service per year which is equivalent to 85,144 full-time employees.

Commission on Volunteers

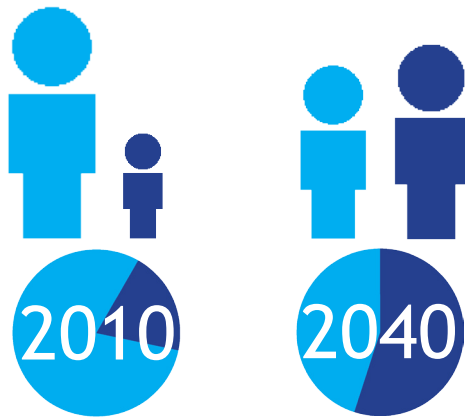
The Utah Commission on Volunteers was created by state statute in 1994 as the state's central coordinating body for service and volunteerism. The Commission is responsible for developing, implementing, and sustaining a vision and culture of civic engagement and national and community service within Utah.

The Commission views [service](#) as; a fundamental building block of a civil society; a way to cultivate a sense of personal and civic responsibility; a strategy for solving a range of community problems; an exemplary vehicle for delivering educational content and assessing learning; when well-conceived and implemented, a cost-effective complement to the work of professionals; a lifelong habit that can be most easily acquired early in life; best when it is community-led and government-supported; and, a vital American tradition.

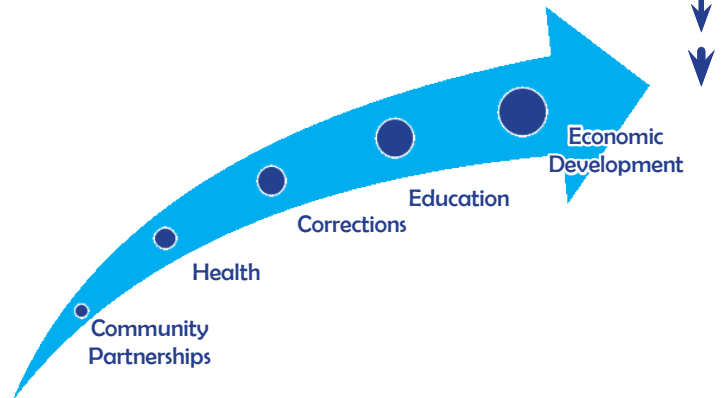
The Commission has focused on increasing the capacity of organizations to serve, strengthen and transform communities through service and volunteerism. It furthers its mission by; (1) promoting volunteerism (2) administering National Service programs, (3) connecting people with opportunities to serve, (4) building organizational capacity for effective volunteer engagement, and (5) participating in strategic initiatives that mobilize volunteers to meet local needs.

Key Accomplishments in 2012

- Over **11,000 students** have been tutored through the Utah [AmeriCorps Literacy Initiative](#). 89% of the students participating showed a significant increase in reading fluency.
- Created a plan to utilize National Service participants in the event of a disaster, and incorporated into the [State Emergency Plan](#).
- Utilized over **1,200** AmeriCorps members to [address critical unmet needs in our communities](#). These members tutored and mentored youth, connected the medically underserved to health care resources, cleaned and tended parks and streams, provided recreational opportunities for those with disabilities, operated after school programs, and helped communities prepare for disasters.



In 2010, ethnic minorities comprised about one-fifth of the State's population. Today's minorities are projected to become Utah's majority population by 2040.



Rather than focus on specific ethnicities, MCA focuses on the desired outcomes for all ethnic minorities.

Office of Multicultural Affairs

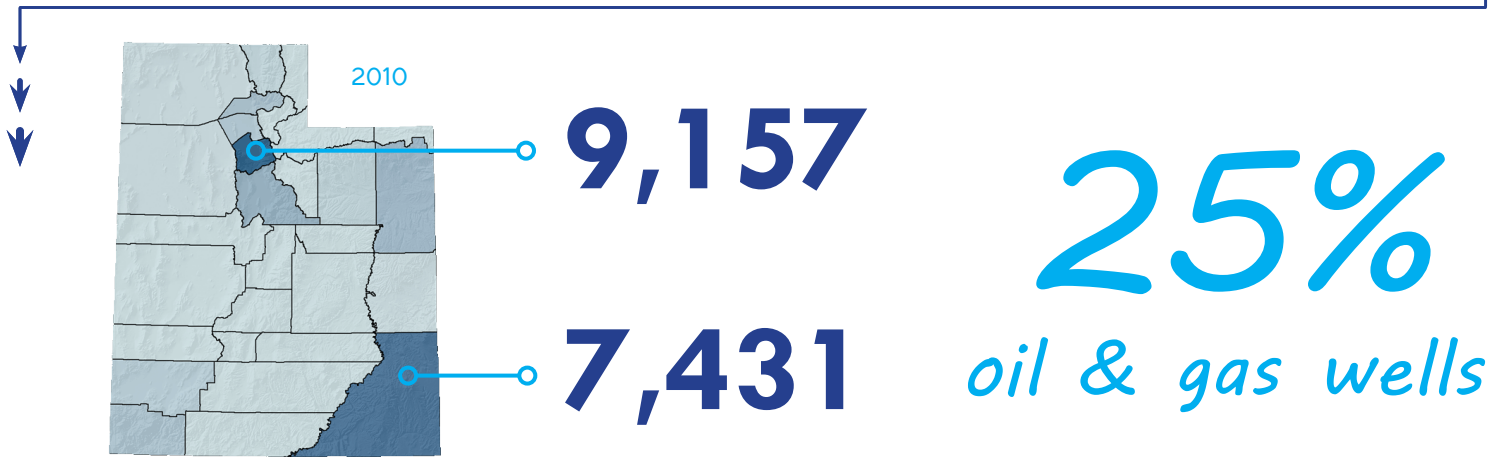
The Office of Multicultural Affairs was established by an Executive Order that defined their mission to promote institutional change by partnering with State agencies to assure equity and access to culturally competent programs and services. MCA also oversees the Multicultural Commission with community and business leaders from minority communities, as well as the Martin Luther King Commission (MLK).

The Multicultural Commission meets on a regular basis to develop plans, address findings, and make recommendations to the Governor regarding State government's level of responsiveness to the ethnic community.

This Commission builds on the effective elements of previous efforts, but also includes a renewed focus on community outreach, cross-cultural dialogue, and agency accountability. The focus of their efforts includes improving outcomes in areas such as educational attainment, economic development, corrections, health, and community partnerships.

Key Accomplishments in 2012

- Established a new level of collaboration with Directors of State agencies to promote good relationships and communication within Utah's diverse population.
- Coordinated cultural performances representing various ethnic communities for the First Lady's Parenting Conference and Expo in May.
- Hosted a Voter Registration Day in recognition of National Voter Registration Day.
- Developed a "Resource Guide" which lists service providers, community centers, organizations and businesses that work with Utah's multicultural communities or are owned by Utah's multicultural business owners.



Almost half of Utah's Native American population resides along the Wasatch Front. There are more Native Americans living in Salt Lake County than San Juan.

Tribes manage 2.4 million acres of reservation land. Those lands contain almost 25% of Utah oil and gas wells in Utah.

Division of Indian Affairs

The Utah Division of Indian Affairs (UDIA) facilitates solutions that will allow Indian citizens an opportunity to share in the progress of the state of Utah. The Division was created in 1953 when the Utah State Legislature passed the "Indian Affairs Act" creating the Commission on State Indian Affairs.

The Director of UDIA serves as liaison and promotes positive intergovernmental relations with and between Utah Indian Tribes, the Office of the Governor, federal and state agencies, and local entities. They coordinate with the Governor's office and the Native American Legislative Liaison Committee to develop Indian legislation and address Indian Affairs issues.

UDIA also works closely with the Native American Remains Review Committee to determine disposition of human remains found on state or school trust lands.

Key Accomplishments in 2012

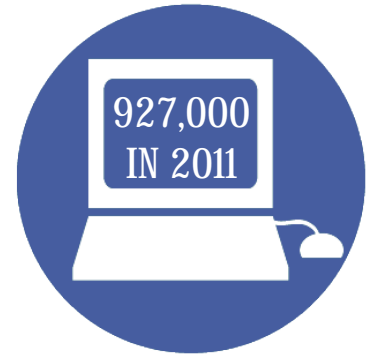
- The Division of Indian Affairs implemented a new approach for its celebration for **Indigenous Day** at the Museum of Natural History of Utah with over **400** people in attendance.
- In partnership with the Governor and Lieutenant Governor's offices, UDIA hosted the most successful **Native American Summit** to date, with over **600** people in attendance.
- Governor Herbert signed an **MOU** with Ed Naranjo, Chairman of the Confederated Tribes of Goshute, insuring the tribe would have the right to water on their reservation.



Historic tax credit projects in Utah create 1,000 jobs annually.



State History has made over 475,000 historic images available online.



Utahns access State History websites nearly one-million times a year.

Division of State History

State History provides services, technical assistance, and streamlined information access through online databases, published and unpublished sources, to a variety of businesses and industries. These include cultural resource management companies, heritage trade industries, building owners and developers, media, professional researchers and genealogists, heritage tourism businesses, and education.

In addition, State History provides services to federal and state agencies seeking 106/404 consultation, and to cities and counties seeking to develop their heritage resources. The general public and state and federal agencies also benefit from the information and resources created to service the heritage industry.

State History provides all services and information as a non-regulatory, business-friendly agency.

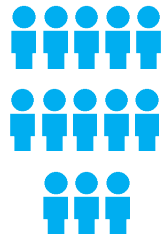
Key Accomplishments in 2012

- More efficient **focus on mandates** and statutory customers through restructuring, increased span of control, and upgraded performance management systems.
- All-time record number of **development consultation cases (2,634)**, commented on in less than half the time required by law, in addition to innovative programmatic agreements (saving money and streamlining developments such as energy, pipelines, and transmission lines).
- **Six** projects **automating business processes** completed, with **10** projects in process.
- **Five** sets of **human remains** recovered from private lands; **16** sets of remains accessioned from agencies. Analyses completed on **30** sets of remains and associated artifacts, and **22** cultural affiliation reports are given respectful, lawful, and scientifically-sound treatment.



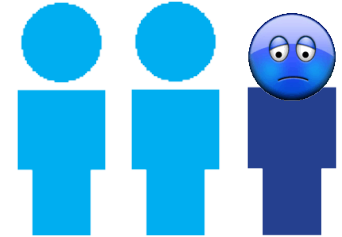
Nationally, Utah libraries rank #3 in the total number of items borrowed.

Libraries



More than 18-million visits were made to Utah public libraries in 2011. Zions National Park saw nearly 3-million visits during the same time.

Zions NP



Two out of three Utahns have a library card.

Division of State Library

Utah State Library (USL) strengthens the role of Utah libraries as educational, cultural, and recreational community centers. USL provides equal access to all Utahns through:

1. Community Library Enhancement Funds (CLEF) expands technology programming and collection resources in local libraries.
2. USL shares library resources across the state particularly benefitting smaller communities.
3. Mobile Libraries (Bookmobiles) provide quality library services to isolated rural areas of the state
4. PIONEER – Utah's Online Library brings audiobooks, eBooks, research tools, genealogy business information and even car repair manuals to every corner of the state.
5. USL delivers full library service to blind and disabled residents in Utah and Wyoming
6. Library staffs develop skills, confidence and enthusiasm to serve to their communities
7. State government publications are online in one convenient location.

Key Accomplishments in 2012

- Utah residents made **over 2-million searches** on USL's Public PIONEER-Utah's Online Library.
- **508,703 Utahns** utilized **209 new computers** and other technology devices purchased with CLEF funding; **15,738 Utahns** attended library educational outreach events provided by CLEF funding; and CLEF funds added **10,289 items** to library collections statewide.
- USL's **Blind and Disabled Program** circulates over **300,000 items** annually for qualifying patrons. According to the National Library Service, Utah has the **world's largest Braille library collection**. **Volunteer readers** for the blind and disabled worked nearly **33,000 hours** in 2012.

Outlook for 2013

Statutory authority for the Department of Heritage and Arts is found in UCA Title 9. The powers and duties detailed for the department include:

- Responsibility for **preserving and promoting the heritage, arts, and cultural development** within the state;
- Perform heritage, arts, and cultural development **planning for the state**; and
- Coordination of federal **grants** for heritage, arts, libraries, and volunteers.

In last year's report, we stated four goals. These goals have largely been realized:

- Create a new focus and mission alignment.
- Achieve operating cost savings through relocation.
- Continue to implement new digitization projects.
- Improve understanding of the department's mission and impact.

The following goals represent the department's commitment to continual improvement and optimization in 2013.

1. Measurably increase the quantity and quality of our publicly-available digital resources.
2. Refine our **performance measurement portfolio**.
3. Make strategic investments into improving **grants management capability**.
4. Develop **new partnerships** with community and nonprofit organizations.
5. Implement one significant **intradepartmental collaboration** (i.e. collections management).

For more information,
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